
V. IMPLEMENTATION

Several significant short- and long-term efforts are necessary to ensure implementation of this community plan. These will involve continuing commitment on the part of the City, other governmental agencies, local residents and businesses to enhance and market the Mid-City communities as dynamic 21st Century models. Significant public investments will be required to correct existing public facility deficiencies, and major new funding resources must be sought and created to make up for the present financial shortfall. In addition, regulatory changes will be needed to stabilize neighborhoods and balance population-to-public resource availability, building on existing positive features of the communities.

Monitoring

Development Regulations

Public Transit

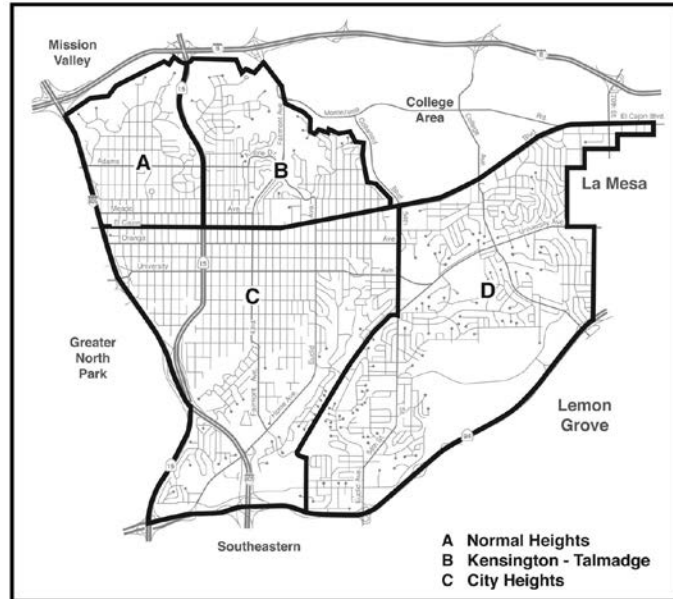
Financing Plan

Redevelopment

Revitalization

BACKGROUND

Mid-City has historically had a shortage of public facilities, especially schools, parks, libraries, and regional transit. This shortage has been exacerbated by high levels of growth in the 1970s and 1980s, prompting the community to initiate this Plan update effort. The challenge is to stabilize growth in both the short-term and long-term to the point that facility needs can be fully addressed. The result can be a community that is very desirable to live in and in which to do business, a community that is competitive in all respects with suburban communities for business development and job growth. Existing efforts such as community involvement in Business Improvement Districts and school improvements need to continue and expand into all areas of need and to include all elements of the public and private sector.



Vision: A community that provides a complete range of activities, facilities, and economic development for families, and is competitive with the best suburban neighborhoods in the region.

MONITORING

The four recognized Mid-City community planning groups—Normal Heights, Kensington-Talmadge, City Heights, and the Eastern Area—should continue to oversee the implementation of the Mid-City Community Plan.

Recommendations

- Working together, the recognized community planning groups and City staff should:
 - Initiate actions to implement Plan proposals.
 - Monitor development activity for conformance to the Plan.
 - Ensure that the City’s Capital Improvements Program is consistent with the goals and recommendations of this Plan.
 - Ensure that this Plan is reviewed and updated periodically, and amended as necessary.

DEVELOPMENT REGULATIONS

The Mid-City Communities Planned District Ordinance provides the regulations for all multifamily development and most commercial development in Mid-City. These regulations were first put in place in 1986, when it was determined that citywide zoning regulations were inadequate to address a number of development issues facing the community. Principal among these were to improve the design of multiple dwelling unit projects, upgrade parking and landscaping requirements, and maintain the pedestrian orientation of commercial nodes. Variations of these standards have since been applied to surrounding communities and incorporated into the 1997 update of the City’s zoning code.

Vision: Development that addresses the individual needs of the neighborhoods and is an asset to the community.

Goals

- To ensure that adequate public facilities are available prior to the issuance of building permits for additional multifamily residential development.
- To provide development regulations that achieve the goals of this community plan while minimizing processing costs.

Recommendations

- Ensure that adequate public facilities and infrastructure are in place prior to the construction of significant additional multifamily construction by identifying those

neighborhoods where significant deficiencies exist and restricting development until the facilities are available.

- Restrict new multifamily development within the service boundaries of schools where the local student population exceeds the following standards:
 - Elementary Schools: 100 students per acre, or the design capacity of permanent structures on existing school sites (500 students per school preferred)
 - Middle Schools: 70 students per acre, or the design capacity of permanent structures on existing school sites (1,000 students per school preferred)
 - High Schools: 70 students per acre, or the design capacity of permanent structures on existing school sites (1,500 students per school preferred)
- Modify development regulations to address the goals and recommendations of this plan. Changes to consider include the following:
 - To encourage home ownership, allow lot splits on developed properties that result in one dwelling unit per lot on small lots.
 - To allow the upgrading of residential units on small lots, provide for flexibility in the expansion and improvement of structures that do not conform to current requirements.
- To facilitate commercial development, while limiting high-density residential development, provide incentives for mixed-use developments through residential density bonuses, rather than bonuses in commercial Floor Area Ratio. This could be accomplished by raising the base FAR (eliminating the need for the lot area and mixed-use bonuses) and conditioning higher densities in commercial and/or transition zone areas on the provision of mixed-use.
- To provide for development more fitting to the character of the commercial streets, restrict future automobile sales establishments on University Avenue, Adams Avenue, 43rd Street, Fairmount Avenue, and Euclid Avenue.
- Improve the appearance of automobile sales establishments with ample landscaping, including rows of street trees both at the curb and the street yard areas.
- Consider tailored commercial zoning for the small lots on the north side of University Avenue east of College Avenue.
- Consider methods to ensure the maintenance of landscaping, including limiting the use of manufactured slopes.
- Apply open space zoning to areas designated for open space.
- Assure that public improvements, including street trees and pedestrian-oriented lighting, are provided in conjunction with street encroachment permits.
- Consider replacing the current planned district regulations with the 1997 zoning code update upon demonstration that it addresses community specific needs.

PUBLIC TRANSIT

The demand for bus service is extremely high, taxing even the relatively high level of service already provided. While there is frequent local bus service, service to many areas outside of Mid-City—including most employment areas—is poor, and is recommended for improvement. This can be accomplished in part by building upon the new freeway linkages provided by SR-15. To better meet the community’s transit needs, trolley service is recommended on SR-15 and should be re-evaluated for its feasibility on El Cajon Boulevard and University Avenue.

Further information is found in the **Transportation Element**.

Vision: A multi-modal public transit system that is a catalyst to quality redevelopment.

Recommendations

- MTDB should work with the City, community groups, and business groups to develop a financing and phasing program for the implementation of the SR-15 trolley corridor.
- MTDB should work with the City, community groups, and business groups to re-assess the feasibility of the El Cajon Boulevard corridor trolley line.
- MTDB should work with North Park, City Heights, and Eastern Area communities and business groups to assess the viability of a “Shuttle Trolley” along University Avenue.

FINANCING PLAN

A separate Financing Plan will be adopted concurrent with this communities plan. This plan will identify funding sources and a schedule for all public facilities identified in this Plan.

Table 4 shows a summary of preliminary cost estimates for needed facilities.

**TABLE 4
FACILITY COST SUMMARY**

Transportation Costs	\$20,017,726
Streetscape Costs	\$46,450,000
Library Costs	\$13,175,000
Park & Recreation Costs	\$221,025,000
City Total	\$300,667,726
Schools	\$117,000,000
Grand Total	\$417,667,726

A significant source of financing available until at least 2004 is the Federal Enterprise Community Program, which in San Diego applies to most of City Heights and Oak Park, as well as to surrounding communities. This program makes available tax-exempt bond financing for businesses and the potential for other federal funds for community revitalization, including the rehabilitation and expansion of public facilities. Additional benefits, including grant funds, may become available with the potential designation of the area as an Empowerment Zone, and/or with the implementation of Educational Academy Zone Bonds, which make available interest-free bonds for the repair and expansion of school facilities and for school training programs.

Much of the area of City Heights is a Redevelopment Area. Projected tax increment could be used to bond for necessary public facilities.

Vision: A creative financing program that leverages multiple funding resources to expeditiously finance the existing public facilities gap.

Recommendations

- On an annual basis, the four community planning groups should review the status of the Financing Plan, including a review of the Capital Improvement Program, should be updated.
- Annually, City staff and community planning groups should identify potential sources of revenue and grant requests that should be initiated to obtain funds to finance the public facility short fall.
- Development impact fees should be updated annually to better assess the funding requirements for new public facilities required by new development.
- Neighborhood-based, community-based, or community-wide assessment districts may need to be organized and voted on to supplement public facility funding or maintenance.
- Redevelopment Area tax increment financing should be used to bond future necessary public facilities within the Redevelopment Plan Area.
- School facility deficiencies of \$117.0 million should be financed through a school bond, to supplement state and federal funding available. The communities should work with the City and School District to develop a sensible school facilities/joint use financial package that is well coordinated.

REDEVELOPMENT

Two Redevelopment Project Areas have been established in Mid-City: College Grove and City Heights. The College Grove project area was created to assist in the redevelopment of the Marketplace at the Grove shopping center, including the addition of freeway ramps at SR-94. **Figure 30** shows the general project area boundaries; see the redevelopment plan

documents for the precise boundaries. The City Heights project area was intended to improve the overall community of City Heights, establishing as its goals the following:

The desire to revitalize and upgrade the existing residential and commercial properties within the Project Area in order to provide adequate infrastructure, create jobs and increase housing opportunities for Project Area residents, assure social and economic stability, and promote aesthetic and environmental improvements which would, collectively, enhance the quality of life for Project Area residents, visitors, property owners and business owners. (Redevelopment Agency Report to the City Council for the City Heights Redevelopment Project [April 8, 1992], page II-2)

The Urban Village project surrounding 44th Street and Wightman Street is currently under construction, eventually to add commercial development to the public facilities already built.

Recommendations

- Developer Impact Fees should be charged within the redevelopment project areas, with exemptions granted on a case-by-case basis according to established criteria.
- Tax increment should be used to finance existing public facilities gaps.

REVITALIZATION

A number of revitalization efforts are underway to help improve Mid-City. These short-term, multi-disciplinary improvement programs are sponsored by both public and private entities, and are addressing various areas of need, including commercial revitalization, housing rehabilitation, historic preservation, open space acquisition, street tree planting, public improvements and services, and the social needs of residents. A Revitalization Action Plan for City Heights is being implemented to address these issues.

Other revitalization programs are underway in Normal Heights, Azalea Park, and Hollywood Park and along University Avenue east of 54th Street (College and Eastern Area Planning and Economic Review). A Neighborhood Refurbishment Plan is underway on Streamview Drive. Similar programs were developed in the past for commercial strip areas of Adams Avenue, University Avenue, and El Cajon Boulevard.

Vision: A revitalized sense of neighborhoods within a short period of time.

Goal

- To obtain available resources needed to ensure full implementation of the Mid-City Action Program.

Recommendations

- Develop and implement comprehensive neighborhood revitalization programs.
- Use Revitalization Action Plans to more effectively coordinate City and other government agency, non-profit institution, business and community volunteer efforts, and investment in communities.
- Continue and expand as necessary all revitalization programs, including the significant efforts of the Normal Heights Community Development Corporation, City Heights Community Development Corporation, Business Improvement Associations, Neighborhood Housing Services, community associations, town councils, City staff, City Schools, and other agencies.
- Expand the development impact fee system as a financing tool to provide for recreation space, upgraded adjacent public rights-of-way and improved public transit.
- Explore other financing sources, including grants, private donations and tax bonding to support public improvement enhancements.

Figure 30
Mid-City Redevelopment Areas

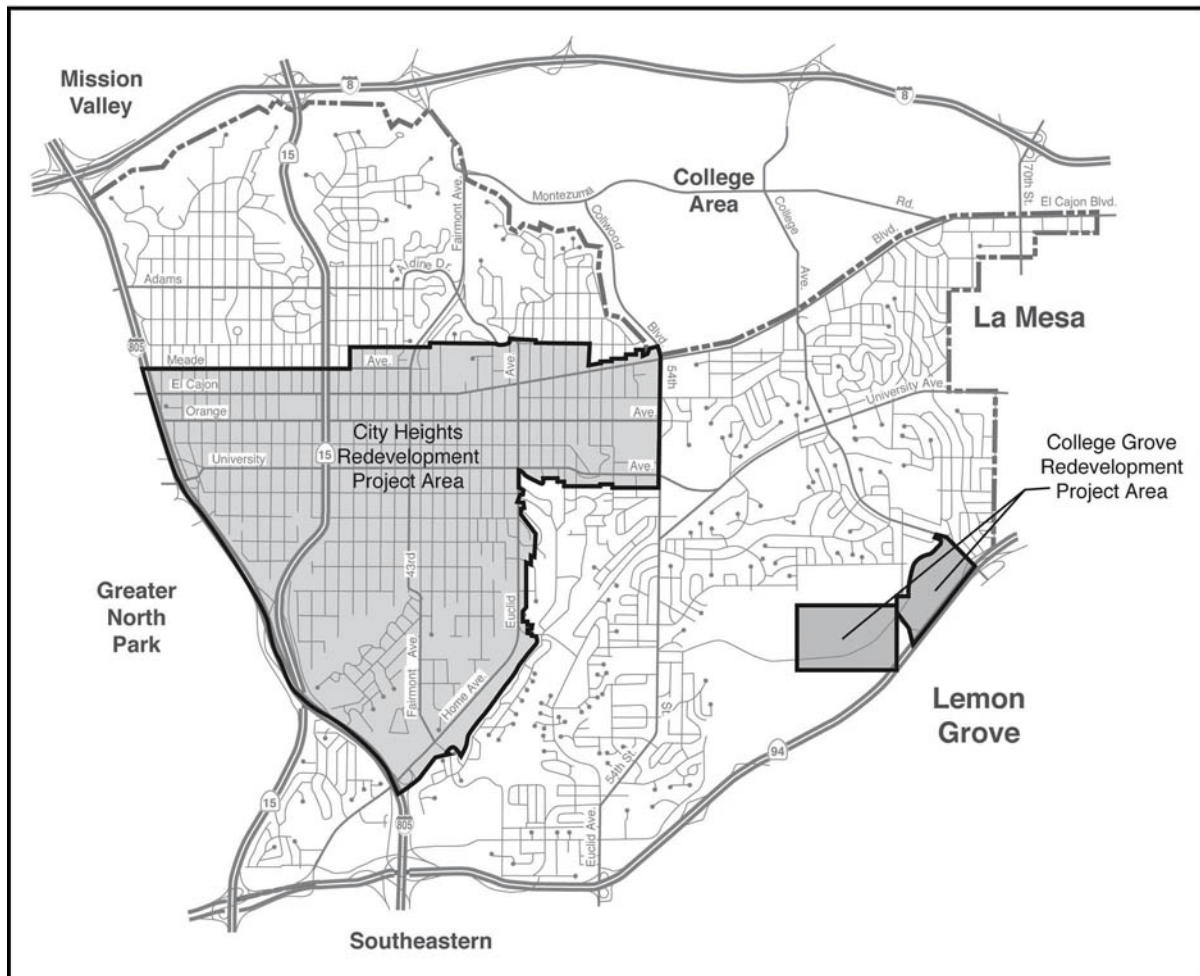
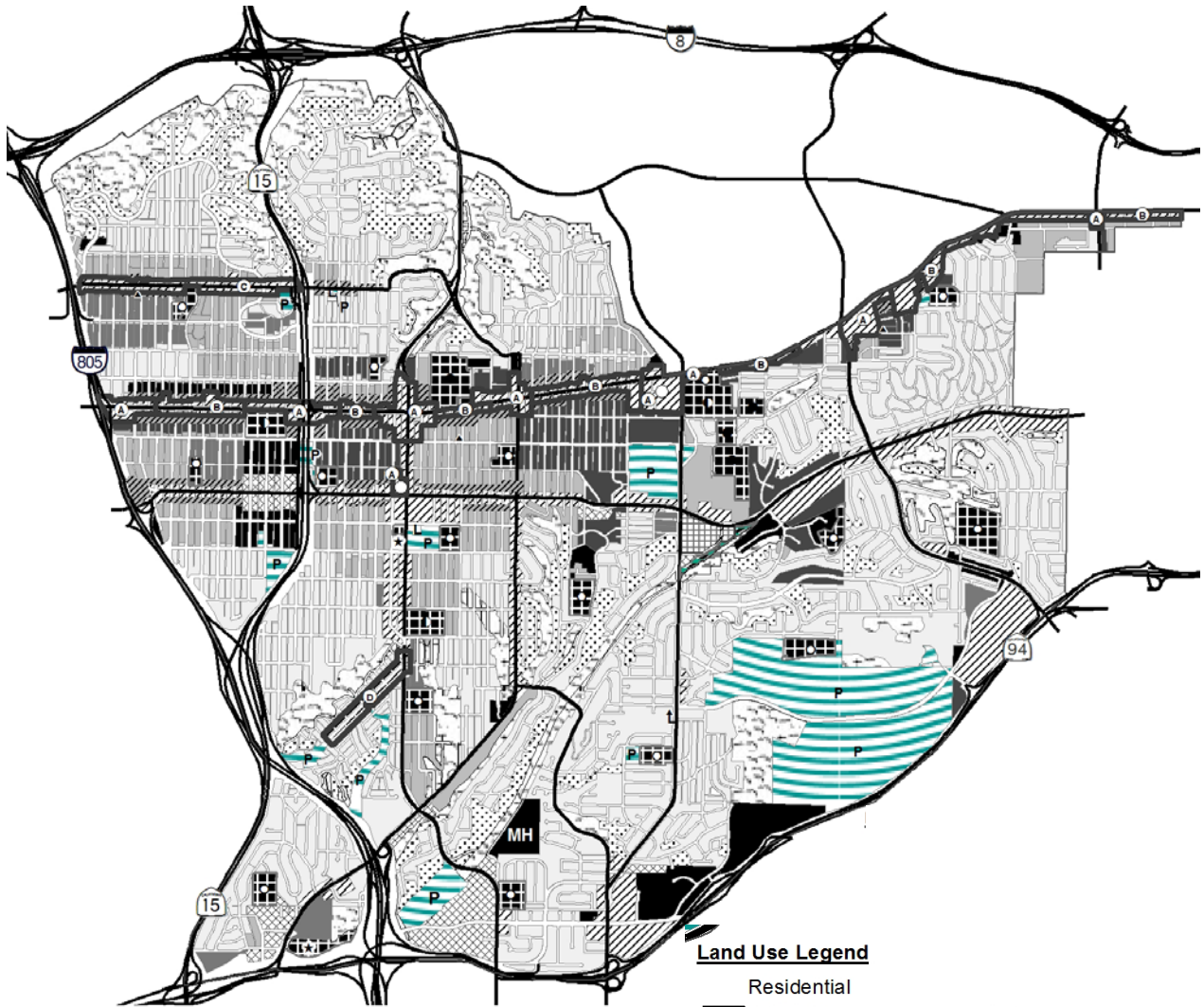


FIGURE 31. MID-CITY COMMUNITIES PLAN MAP



Land Use Legend

- | | | |
|--------------------|---|------------------------------------|
| Residential | | |
| | 1-5 du/ac | |
| | 6-10 du/ac | Neighborhood Village (15-29 DU/AC) |
| | 11-15 du/ac | |
| | 16-20 du/ac | Park |
| | 21-25 du/ac | |
| | 26-30 du/ac | Industrial |
| | Mobile Home Park | |
| | Commercial/Residential Transition Zone- | School |
| | Commercial and Mixed Use | |
| | 29 du/ac* | Elementary |
| | 73 du/ac | |
| | 35 du/ac* | Junior High |
| | 19 du/ac* | |
| | 9 du/ac | Senior High |
| | | |
| | | Park |
| | | |
| | | Open Space |
| | | |
| | | Fire Station |
| | | |
| | | Police Station |
| | | |
| | | Library |
- *In areas where residential use is permitted, a mixed-use bonus to 43 du/ac is available.

Figure 32
Mid-City Communities Existing Zoning

